

Building And Increasing The Productivity Of Human Resource Management

Ali Adel Ali Ibrahim

ABSTRACT: This paper is "Building and Increasing the productivity of Human Resource Management". It aims to determine what are the factors that may affect the efficiency of company work and its result on performance. There may be some problems that face you during the work, you have to destroy it. You may be forced to face conflicts or crises. We will discuss how to build the structure of your work and how to develop the Human Resource Structure or if you have an existing one but you need to develop it. Finally we will learn how to make a strategic plan and we will discuss a case study about making vision and mission to the company.

INTRODUCTION

Measuring productivity of Human resource management and making expectations are extremely difficult. In addition, you will find a limitation in many sectors. So both academics and practitioners have struggled with measuring their effectiveness. So, It is difficult to ask you to measure employee performance when it gauged by subsequent customer satisfaction and loyalty. Therefore, I support the idea of collecting customer ratings as possible to provide a more holistic view of the employees' performance. As the statistics and previous researches, a big percent of companies suffer from the reduction of human resource efficiency by procrastination, missing the deadlines and waiting for instructions in addition to blaming others about problems in their work. That is the problem, I don't put the responsibility on the employees themselves, maybe the employees are unclear about what you want them to do, or they don't know the vision or the mission they have to make or achieve. So what we should talk about is the factors of these problems and what the supervisor should do. It may be lack of time, tools, talent or training or disagreement of the expectations of the work. The problem may be personal and very far of a technical issue. So effectively, As a manager you may have the problem of blaming and putting the responsibility upon the employees without caring to the qualifications of the employees and their abilities. So honestly ask yourself what I gave to the employees so that I can order them and give tasks. In my point of view, all the employees must have a copy of the vision and the mission of the company. Recently, there is another way to measure the efficiency beyond the performance; it is the motivation. And we will talk about some documents that the employee must understand well like the job description and the level of confidence. So you have to gather between some elements that increase employee output. Hence, we have some criteria to measure them. It is something like volume, speed and quality per each dollar spent on labor costs or as an easier to measure revenue per employee.

DIAGNOSIS THE PERFORMANCE

If you find one of the employees fail in achieving his work, what is the first factors do you have to check? Where do you think the problem? In my opinion the company, organization or the corporate are like the human body. It contains from some organs that have to work together to achieve the required target. So, Actually if you find a problem in the final product that means there is a defect in the process of developing the product, I mean the methods and tools. Let me give you a brief conclusion of the process and task information, so if we have a task for example and we have to

analysis it, we have to explain it by three ways:

First: there are the inputs that I have to put in the task or process in order to make the process valid to work. I named it by the food of the task.

Second: there are tools and techniques, it seems to processing of inputs. so, They are the activities that I have to make upon the inputs to achieve the required needs. I named it by the process of cooking in the kitchen.

Third: there are the outputs; it is the final products of these operations, so effectively I can name it by the consequences of operations.

Briefly, the employees must have some basic abilities, motivation and qualifications to make them able to work at least. To diagnose whatever there is a problem in your work or no, you have to make something like checklist, this document is very important to make tracking to the problem in order to find out it. You want to know whether the problem is in the resource of the employees or in their or in the salaries. Sometimes in the task time. There are hundreds of tasks in the work breakdown structure of the project and human resource structure. Logically we will get confused if you made that by chance or you will not find the problem definitely. The work with the human resource is very difficult because you work with humans, with conflicts and a lot of problems, you don't work with equipment. So in addition to working resources and performance you have to know that here is a motivation and feelings and a very important way called Morale. Follow the next steps to track and select the problem (to make the most effective benefit, you have to make a table includes all information you may use in taking decision or tracking work)

- The work external factors that affect the work, it may also called stakeholders.
- Developing Enterprise Environmental Factors that includes the organizational culture and structure of the work in addition to the work breakdown structure and the organizational breakdown structure.
- The existing human resources elements and their distribution in the positions and there is an important document you have to check it, it called the capacity of the work, it means what should be ? And what is already being?
- Personal administration policies
- You have to know whether the employees know exactly what the employer want them to make or to achieve? The vision of the work that they work toward? The goals that they work in teamwork to achieve at the end and the results you want to make well.

- What about procrastination? Do your employees feel of procrastination?
- Marketplace conditions
- Avoid and solve problems of procrastination that results because of lack of confidence in their ability to produce the required outcome or the tasks overwhelmed that person.
- Apply the effective management in your work like divide it into small tasks that called work breakdown structure.it enables you to easily track it.
- You should put in consideration the relation among employees, are the employee working with the appropriate people?are the team keep the commitments to wards other ?
- The employees must feel loyalty to their work, I mean they have to be confident that his or her work is suitable to their abilities and their hopes and their motivation.
- You have to track employees per person. So that you can achieve the maximum benefit of your team.

BUILDING THE HUMAN RESOURCE SYSTEM

To make an effective human resource structure, you have to put in consideration that it can organize, manage, and lead the project team and the human resources from all the organization and including stakeholders. According to the project management international standard, if you want to build an human resource structure, you need to follow some steps. Basically, you have to specify the work needs of the corporate.you may need to use the optimization in some cases. I mean to make one job to fill more than one need. Then you have to convert the needs into positions and create a job description to every job.After that, make a job advertisement or announcement to attract people with the needed qualifications.Hence, the process of selection and recruitment. Working will not pass as this simply way, actually it is more than this.First, you have to develop a human resource plan which identify and documentation project roles, responsibilities and required skills, reporting relations and create a staffing management plan. Second, you need to make the team and confirm it and obtaining team necessary assignments. Third, develop your team capillaries to enhance the performance. Fourth, you need to manage the project team by tracking the members' performance and update information to optimize the needed resources. There are some factors you need to take care of it. First, the enterprise environmental factors which includes culture and structure and marketplace conditions.Second, the organizational process assets, which include all the previous plans and information which I made or someone made before me. You need to detect the communication plan of the employees, it is something like the (contact person) and the managers. To make the communication among employees more vital, you need to divide them into matrix-based chart.it is used to illustrate the connections between work packages or activities and team members. So, X task for example will need four employees in the same filed. it will be bad to put them in the same degree of responsibility. so, divide them into four levels, Responsible, Accountable, Consult, Inform. You need to differ from four definitions,there are Role, Authority, Responsibility and competency. The role is the accountable person, like Engineer or Doctor. But, the authority is the right to apply the resources and control money and make decisions. Then, there

is responsibility which is mean the work that expected to be finished to complete activities.and finally we have the competency which is mean the qualifications to complete the activities.

MAKING THE STRATEGIC PLAN OF HUMAN RESOURCE

In order to make a strategic management plan to your human resource department, you should follow a specific factors that influence individuals or team performance. so as Dr.Joun Sullivan experience, there are 22 factors of subjects and tasks and they broken into six categories. they affect the project positively or negatively and by individuals or team. The first category is foundation of productivity which is include the base of productivity of any organization. it includes the innovative employees who working with effective managers and human resource team. so unfortunately, best employees cannot perform without great managers.Hence, there is another factor which is very important, it is the effective managers and leaders. That's because they play an effective role in defining the direction, purpose, priorities, goals and developing plan.I mean they make a strategic plan.they motivate, hire, coach and develop the ability of employees. There are some skills and communication factors that affect the human resources in the organization. such as: the update of skills and knowledge of the employees. in addition, the effective communications and feedback reduce errors and frustration because the lack of communication and feedback may frustrate employees and make them feel unimportant. There are four parts of the effective strategic plan, First: the human resource practices. it includes training and development, rewards, performance management and the processes of recruitment and selection. Second part: employee attitude, which include satisfaction, commitment and engagement.it also may include the feedback which you may remark or you may make it by written papers or you may take it by the psychological human resource specialist. Then we see Third part: which we notice the task performance and the productivity of each task will be noticeable by the task analysis. All previous data can be collected to make the organizational effectiveness.

PROCRASTINATION AND SOLUTIONS

Procrastination is a very common thing that a lot of people have. In a nutshell, it is the case when you put off or stop doing something that you should do or you stop focusing on something that you should focus on right now. According to psychologist Professor Clarry Lay, Psychologically, this case happens when there is a gap between intended behavior and enacted behavior.So the Procrastination is occurring when there is a significant time period between when people intend to do a job and when they actually do it. We are not in a Procrastination class, but this case is very common in Bureaucracy in governmental departments. So, effectively, this disease affects the structure of the government hardly. If you talk to the employee you will find this case but maybe it will be hidden, your role is to make it obvious to solve it. There are some cases of that, for example: you will find the employee afraid of the challenge when he or she starts it. Or the employee doesn't feel any reaction of his work or return on investment like a reward.Also, He may not know how to do this problem Or he feels overwhelmed with it Or he feels some difficulty of it. So this case is not physically as a whole but it seems to be kind of anxiety. As for finding a solution to this dilemma, we have to search for it scientifically.Now you have a

Procrastination, so let me consider you as a patient of Procrastination.

First: We have to recognize that you are Procrastinating, be honest with yourself, but how !! you will feel that you are Procrastinator if you fill your day with a low priority tasks. In addition, you will accept any unimportant tasks that people ask you to do. you also may change items from important type to unimportant type.

Second: you have to remind yourself the vision of the task you are working in, as yourself lot of times (why I am doing it ?)

Third: Change your environment. I mean, if you are an artist for example, you prefer to paint or draw in a specific place, or you would like to write novels or articles in a specific coffee shop.

Fourth: Check your plan daily and it is very useful to make changes and remarks.

Fifth: Don't Surrender to distraction, close devices or mobile or even the internet if you feel that it make distraction to you.

Sixth: Build your own habits like watching a specific program or drinking coffee in a place.

Seventh: Rewarding yourself even on a trifle things but make it fun.

Finally: it is very important to make DO list and NOT TO DO list or a postponed list, it will organize your life so much. Finally, the longer you spend without procrastination, the greater you make change.

CONFLICT MANAGEMENT

If you are a leader to a group or team In a company or in an organization, you have both proactive and reactive responsibilities, to be proactive: you have to prevent conflict from affecting the workplace. So what is workplace conflict ?, it is the clash of expectations between staff and managers or between staff themselves. There are four types of workplace conflict: it may be personally, leadership, performance and competition. Personally: it happens when staff come from different culture and background, some people feel strange to accept the differences in habits and personalities. Leadership: Changes the managers or leaders make a clash because of different styles in leadership between the current and the predecessor. you have to work well to make this gap very hidden of very little as you can. Performance: it happens when expectations of tasks got connected in some places so that you may have a conflict or you may got on a clash because some people work toward a tend and others cancel it or make an anti-direction.

Competition: it is a double edged weapon, it may be very healthy in some places and it also may be very harmful to some people when it makes conflicts and unhealthy situations. To be a good leader you have to find out the early warning signs of conflict, because not all forms of conflicts are obvious and the better you know earlier, the easier to solve it and the more efficient to identify. That will be very vital case because the conflict may develop in the future to be something like a crises. You will notice: A decline in the productivity of the human resource in the company because it will decrease the morale learning of the employees. In addition, you will notice an increase in complaints by the clients or customers and also by some employees towards others. Actually you will feel some changes in the behavior it may be noticeable, staff may feel hostile towards others. So that they will hate the work, the company and working together, as a result you will feel an

increase of absenteeism by the staff, they will avoid coming to work. If you already progressed to crisis level, your aim is to calm tempers and prevent violent actions and un acceptable behaviors from occurring. as a leader you have to follow four steps in that case.

First: Intervene and ensure that all parties are aware that you are dealing with this problem.

Second: Make some procedures of controlling like separating people and talking to each of them. Or you may use external support to control some issues.

Third: You have to open a formal discussion.

Fourth: You have to review all consequences and follow up that in three months.

DEALING WITH GRIEVANCES AND COMPLAINTS

If you received a formal grievance from one of the staff, it may indicate that: the resolution is not able to be reached through informal discussion or the conflict is very serious in the future. So that, you have to make a good investigation of this incident and to the dispute in order to get good resolution to this problem that will be acceptable to all people. you may also need to make suspension to all parties related to the work. There are six steps to resolving a dispute between staff and members, you may miss one or two of them but as a whole you need to use most of them in resolving the interior conflicts.

First: Bring the parts of the problem together in a place that will be appropriate to all to avoid any feeling of preferring.

Second: You must lay some rules of discussion to the staff members that they should not interrupt each other during speaking and respect each other and opinions.

Third: Clearly identify the conflict and the issues from their point of view like the judgment.

Fourth: Allow each members to speak, explain or tell all they feel towards this conflict.

Fifth: Get all parties to sign commitment to the future awareness of the conflicts.

Sixth: You have to track the situation three months later to check is it resolved ? or not. And you should ask yourself do you need another meeting ? Did what you do is appropriate ?

TRAINING AND HUMAN DEVELOPMENT

Needs for training and human development are very inevitable, so effectively in order to improve the skills, knowledge and increase the performance of any industry, you have to make training sessions and make development program. You have two fields in that case: first, the human development case, in my opinion all of the employees included the CEO need to take that part of training. it is such as, speed reading and training of trainers and some other soft skills like: management, communication skills, conflict resolution. The other part is the technical development, it is very important in the specific field, so for engineers there are a different training from medical industry. The training development is very important as these reasons: Increase productivity and quantity of output and level of performance. Make improvement in the employee morale because it gives the employee confidence and satisfaction. Reduction of supervision, because it make the employees supervised themselves, it also promotes the spirit of participation and teamwork. Make organizational stability and foster the initiative and creativity of employees and prevent manpower obsolescence.

CASE STUDY

The vision of companies is very important in the initiating of the base of companies. you need to take care when you put it. This case study is about to companies which have a very enormous budget. the first company is called " Arab contractor " which works in the field of industry construction, and the second company is called " Samsung " which works in the field of Information technology. When I search for the vision and the mission of both of them.i found a very weird thing. the vision of it only concentrated into being the first company in middle east and Africa. In comparison we found that Samsung want to be worldwide company.

This can be obvious through the blow table.

Arab contractor	Samsung
We aim to be amongst the top construction organizations working in the Middle East and Africa within the next five years	Inspire the World, Create the Future

So that, we can conclude that the first company doesn't seek to be the leading company of the world so that all the capabilities and resources will not work towards this side.so that, Arab contractor company will not be international, will not take projects in Europe for example.

POLICY CHECKLIST

Measuring the human resource department of your company or organization is very important processes and complicated. the difficulty is found in the measuring a intangible things. so you will make something near to the truth because you don't know the truth. According to the consultgroup, There are some criteria we can collect them in a specific checklist to measure whether the company is effective and where is the weak points. These criteria are made to new establishing or the human resource management department. we can especially use it in the charity organization which depend on the human resource in the first priority. The process of measuring can be limited to five degrees.the first is PO = Have written Policy, the second is: PR = Have an established Practice, the third is: AW = Use the Award or Ent. Agr the fourth: LE = Comply with relevant Legislation, the fifth: NP = Need Policy (new or review). First step of execution is: HUMAN RESOURCE MANAGEMENT POLICY. it is very important in the process of initiation the project of human resource. It includes some points such as: Organization Mission & HR Plan, Values Statement, Policy Implementation, Personnel Files and Records. Second step is HUMAN RESOURCE PLANNING. We now moved to the process of planning. it includes the executive points of working. Organization Structure & Staffing, Job Descriptions, Staff Job Rotation, Promotion, Part-time Employment, Casual Employment, Temporary Employment, Contract Employees & Services, Career Planning Career Planning, Trainees/Apprentices, Outsourced Services, Job Evaluation. Third step is RECRUITMENT.it is the process that all works later will depend on it. it includes Method and Responsibility, Selection Criteria, Staff Induction, Anti-Discrimination/EEO, Affirmative Action, Probation, Nepotism, Re-employment of Ex-employees, Maternity, Leave Replacements, Privacy, Have written Policy, Have an

established Practice, Use the Award Comply with relevant Legislation, Need Policy. Finally you need to measure your whole process after you make the work breakdown structure of the main processes. you will know whether you made an improvement or no. Every branch of them is very sensitive and includes tens of processes you need to check them first. they are: HR Management, HR Planning, Recruitment, Termination of Employment, Conditions of, Employment, Salary and Remuneration, Employee Benefits & Services, Holidays and Leave, Work Safety and Health, Training and Development.

REFERENCES

- [1] PMI, 2013, PMBOK, Project Management Institute, Inc.
- [2] US agency for international development, 2011, Human resource productivity improvement in Zambia,
- [3] Geraldine Nkechinyere, 2012, Relation between Human resource effects and productivity in Nigeria
- [4] Jillian Brown, 2009, Using Human Resource Management to improve productivity in Canadian Tourism Sector
- [5] Audu Joel Samson, 2000, Effects of Human resource training and development on productivity in Nigerian Hospitality industry
- [6] www.ere.net, Increasing the employees productivity
- [7] Australian Human resource Institute, Managing Workplace Conflict
- [8] UTD,2014, Performance Improvement Plans
- [9] Susan M.Heathfield, 2013, Performance Improvement Strategies
- [10] Wikipedia, Task Analysis
- [11] www.Mindtools.com, 2010, Overcome Procrastination
- [12] www.Fluentbrain.com, 2012, 13 effective solutions to procrastination
- [13] African Research Review, 2011, Egbe Anezeng A.
- [14] International Journal of Academic Research in Business and social Science, 2013, Okaoye and Raymoud A.
- [15] Human Resource Strategy to improve Organizational performance, 20112, Fanf Lee Cooke
- [16] Human Resource Based Improvement Strategies, 2012, Richard Mesnarz